

ATTACHMENT 1: Strategic Direction Paper

To: Policy Committee

From: Fiona Nalder, Strategic Advisor

Date: 16 May 2020

1. Purpose

1.1 This paper collates key information from past community engagement and strategic planning work. It combines this to provide strategic direction to guide and inform the upcoming Long Term Plan 2021-2031 (LTP) and Council's longer term strategic framework project.

1.2 This paper contains the following elements.

- A summary of recently completed work, including engagement exercises and an environmental scan, and of Council's current strategic context (key inputs). This work is included as Attachment 1.
- Analysis of the key inputs, cross referencing them with our current community outcomes.
- Refreshed community outcomes and draft principles (replacing Council's commitment statements as in the current LTP).
- An outline of recommended next steps, including scenario planning, community engagement and development of investment statements to guide how we prioritise projects in the upcoming LTP.

2. Background




2.1 Long term, there are plans for a thorough strategic framework refresh and work has already commenced on this. This work has been on-hold due to COVID-19 and, regardless of COVID-19 delays, would not have been completed in time to deliver strategic direction and new community outcomes for this LTP. This longer term project will be an outward looking piece of work, which is focused on building partnerships and engaging with our communities.

2.2 The organisation still needs clear strategic guidance to inform project prioritisation for the LTP and to guide funding allocation. It is proposed to use already completed work to provide this guidance and to refresh the Council's existing community outcomes.




2.3 Council will take the refreshed community outcomes, along with accompanying information about Council's strategic direction and longer term strategic framework project, out for consultation with our community, to ensure we are on the right track prior to drafting the LTP.


3. Analysis of key inputs

Cross reference of existing community outcomes with key inputs

Existing TCC community outcomes	Vital Update (survey findings)	Strategy Stocktake	WSP Community Engagement Summary	Environmental Scan	Future Implications Report (workshop findings)
<p>Protects and enhances the natural environment (environmental wellbeing)</p>	<p>What do you love?</p> <ul style="list-style-type: none"> 43% - landscape/ close to beach/ access to mountains/ great nature/ a beautiful place to live 34% - climate/ weather 12% - lifestyle <p>What would you change?</p> <ul style="list-style-type: none"> n/a <p>What would you preserve and protect?</p> <ul style="list-style-type: none"> 41% - green spaces/ natural environment/ more trees 29% - waterways/ beaches/ harbours <p>Other</p> <ul style="list-style-type: none"> n/a 	<p>TCC Strategies</p> <ul style="list-style-type: none"> Vegetation and Tree Management (2006) – retire and consolidate within broader environmental strategy Draft Environmental Strategy (this is a very early draft) Open Space Strategy (2006) – retain but update <p>Other TCC documents</p> <ul style="list-style-type: none"> Waste Management and Minimisation Plan <p>Joint subregional documents</p> <ul style="list-style-type: none"> Wairoa River Valley Strategy Kaituna River Document – Ta Maru o Kaituna Bay of Plenty Spaces and Places Strategy <p><i>The lack of a Council owned environment strategy, which addresses climate change as well as management, protection and enhancement of our natural resources, was identified as a major gap by the strategy stocktake.</i></p>	 <p>Environmentally responsive communities</p> <p>People value green space, trees, coastal reserves and want to protect natural landscapes and conservation land. Future development should be away from the coast, consider environmental impacts and be resilient in the face of environmental changes. People are concerned about the impact of stormwater runoff, coastal erosion, rising sea levels and climate change on water quality, changing weather patterns, native flora and fauna and habitats. Use reserves for improving ecology and biodiversity of the area.</p>	<p>Our changing climate will mean that Tauranga can expect high temperatures, rising sea levels, heavier rain and more frequent dry periods, and stronger winds/storm events.</p> <p>Our biodiversity and natural resources will continue to be put under pressure by climate change, economic growth and population growth. If we want to protect and regenerate our natural environment, we will need to proactively put in place strategies to achieve this.</p> <p>There will be a shift towards a circular economy, to conserve and protect our resources. This will impact on how we produce and manage waste and require investment into infrastructure and services.</p>	<p>Critical Priority Implication Statement - There is an increasing need to find alternative, local environmentally-friendly waste management solutions.</p> <p>↓</p> <p>Strategic Consideration - How robust is Tauranga's waste management strategy to meet future demands? (TCC has existing work underway – partial response)</p> <p>Blind spot – Carbon Zero. Does Tauranga City Council as an organization, and on behalf of the City, have a Zero Carbon plan which it is actively implementing across all aspects of its organizational activities and the future development of the City?</p>
<p>Is well planned with a variety of successful and thriving compact centres (environmental, economic and social wellbeing)</p>	<p>What do you love?</p> <ul style="list-style-type: none"> 15% - better than Auckland/ not too big/ safe/ friendly 12% - location/ close to big cities and attractions 12% - lifestyle <p>What would you change?</p> <ul style="list-style-type: none"> 11% - a vibrant CBD/ better city planning 7% - more affordable housing/ rent control/ alternative housing solutions <p>What would you preserve and protect?</p> <ul style="list-style-type: none"> 10% - revitalise the CBD/ retain community feel/ access to waterfront 7% - deal with housing density/ too fast growing population <p>Other</p> <ul style="list-style-type: none"> 17% - cost of living too high/ need better housing options 11% - population increase/ urban sprawl/ too much growth/ growth and development out of control 	<p>TCC Strategies</p> <ul style="list-style-type: none"> Urban Design Strategy (2006) - retire (or refresh) as is superseded by TUS, UFTI, Street Design Guide, Tauranga Moana Design Principles City Centre Strategy (2012) and City Centre Spatial Framework– will be reviewed as part of a city centre visioning process Draft Tauranga Urban Strategy Our Community Places (2008) and Aquatic Network Strategy (2012) – align/integrate with broader Community Facilities Network Strategy <p>Other TCC documents</p> <ul style="list-style-type: none"> Te Papa Spatial Framework City Plan <p>Joint subregional documents</p> <ul style="list-style-type: none"> UFTI SmartGrowth 2013 Strategy Draft Future Development Strategy <p>Consultation is planned for the first quarter of 2021 on a sub regional spatial</p>	 <p>Lively and vibrant communities for people</p> <p>Public spaces should be vibrant, well-designed, human scaled, safe and inclusive. People want areas to play, have a picnic and where they can access and enjoy the natural environment. Integrate cultural art and imagery into areas in the Tauranga CBD. Places for pedestrians only where there can be more events and family outings and are connected to other destinations, such as the Strand and Mount Maunganui main street.</p>  <p>A thriving and safe central city</p> <p>A thriving central city where there is intensification of existing urban areas and a higher density of housing in the CBD that allows for diverse living options, including smaller compact living. Increase development immediately surrounding the CBD, focusing on building</p>	<p>Urbanisation will continue. Auckland, Hamilton and Tauranga are expected contain close to 45% of New Zealand's population by 2043. Tauranga is forecast to be home to 187,000 people by 2050.</p> <p>Growing populations and urbanisation place pressure on productive land.</p> <p>Our city will have an increased demand for electricity, and for renewable electricity sources (we can expect more households to invest in solar panels and to switch to electric cars).</p> <p>Climate change places more pressure on food production and infrastructure, as countries move to renewable energy sources and a carbon neutral future (New Zealand has a legally binding target of net zero carbon emissions by 2050).</p> <p>Climate change also means Council needs to consider the future of some of our most vulnerable infrastructure. As a city, we have the following infrastructure located in</p>	<p>Critical Priority Implication Statement - Critical infrastructure will need to be resilient and adaptable to support a growing population.</p> <p>↓</p> <p>Strategic Consideration - Does Tauranga have sufficient plans and funding allocated to infrastructure resilience? (TCC has existing work underway – comprehensive response)</p> <p>Critical Priority Implication Statement - Increasing urbanisation will impact land availability, planning and infrastructure requirements.</p> <p>↓</p> <p>Strategic Consideration - Does Tauranga have an effective long-term plan to improve land availability within the existing urban area? (TCC has</p>


Existing TCC community outcomes	Vital Update (survey findings)	Strategy Stocktake	WSP Community Engagement Summary	Environmental Scan	Future Implications Report (workshop findings)
		<p>plan which incorporates the draft Future Development Strategy.</p> <p><i>The need for a connected and comprehensive strategy that addresses the provision of community facilities and social infrastructure was identified by the strategy stocktake.</i></p>	<p><i>a real heart of the city which is a hub of activity. Walkways are lit and homelessness is addressed, creating an environment where people feel safe and welcome at any time of the day. There is an opportunity to improve civic amenities through the provision of high-class sport and cultural facilities such as a museum and a stadium.</i></p> <div data-bbox="1478 548 1605 695" data-label="Image"> </div> <p>Communities that move and are connected</p> <p><i>People want more safe, convenient, reliable and accessible transport options. Shifting to sustainable modes would help reduce congestion, travel time and future proof the transportation network. Multi-modal transport infrastructure should be built before development. Public transport should be affordable, connect rural communities and have priority. Mobility can be improved by implementing universal design and enhancing pedestrian and bicycle connections to neighbourhoods, schools and community hubs, including the central city. Carparking within the Tauranga CND needs to be managed to incentivise sustainable transport modes.</i></p> <div data-bbox="1478 1142 1605 1289" data-label="Image"> </div> <p>Communities that are inclusive and prepared for growth</p> <p><i>People are concerned about the current form of growth and would like to see high density, intensification and infill near Tauranga city centre. New development should include a range of housing types that are warm, dry, affordable and close to parks, services and public transport. People feel the Council should prepared for higher levels of renter occupied housing by considering apartments, homes for elderly, co-housing and other non-traditional housing options to accommodate future demographics.</i></p>	<p>areas under 1.5m elevation of mean high-water spring levels.</p> <ul style="list-style-type: none"> • Chapel Street Wastewater Treatment Plant • 15km of arterial roads • 5km railway • 169km non-arterial roads • 30km of electric transmission lines (Bay of Plenty area) • 301km of three waters pipeline (516km Bay of Plenty area) <p>Major TCC infrastructure also at risk should 1.5m of SLR occur includes the airport, Te Maunga WWTP and lower parts of the CBD</p>	<p><i>existing work underway – comprehensive response)</i></p> <p>Critical Priority Implication Statement - Housing affordability is low compared to personal income, reducing living standards and increasing pressure on social services.</p> <p>↓</p> <p>Strategic Consideration - Does Tauranga have a coherent plan to help address housing affordability including land availability, increasing urban density and housing type? <i>(TCC has existing work underway – comprehensive response)</i></p> <p>Critical Priority Implication Statement - Communities along coastlines are increasingly exposed to coastal erosion.</p> <p>↓</p> <p>Strategic Consideration - How effective is Tauranga’s coastal hazard management and is the risk to coastal communities adequately addressed in its urban development plan? <i>(TCC has existing work underway – partial response)</i></p> <p>Priority focus – climate change is viewed as having an impact on existing and future development and infrastructure.</p> <p>↓</p> <p>Strategic Consideration - Does Tauranga have an effective plan for the impacts from climate change and flow on impacts to stormwater & water supply? <i>(TCC has existing work underway – partial response)</i></p>

Existing TCC community outcomes	Vital Update (survey findings)	Strategy Stocktake	WSP Community Engagement Summary	Environmental Scan	Future Implications Report (workshop findings)
Attracts businesses, people and visitors (economic wellbeing)	What do you love? <ul style="list-style-type: none"> n/a What would you change? <ul style="list-style-type: none"> n/a What would you preserve and protect? <ul style="list-style-type: none"> n/a Other <ul style="list-style-type: none"> 11% - more events/ activities/ museum 	TCC Strategies <ul style="list-style-type: none"> n/a Joint subregional documents <ul style="list-style-type: none"> Smart Economy Strategy SmartTourism 		Many jobs will be lost as a result of AI and automation, and many more will be created, with new skillsets needed. Overall, Bay of Plenty is predicted to see a net growth of 12,000 FTEs by 2030 (a growth of 54,000 jobs and a loss of 42,000 jobs). Jobs most at risk are forecast to be labourers, machinery operators and drivers, clerical and administrative workers, and technicians and trade workers.	Blind spot – Evolving Workforces. Does Tauranga have an urban master plan, with supported initiatives to re-skill impacted employees, to address the significant changes likely in employment practices and employment types? (NOTE: COVID-19 will accelerate this trend)
Is inclusive, safe, resilient and healthy (cultural and social wellbeing)	What do you love? <ul style="list-style-type: none"> 25% - it's my home/ my family lives here/ I grew up here 15% - better than Auckland/ not too big/ safe/ friendly What would you change? <ul style="list-style-type: none"> 7% - more affordable housing/ rent control/ alternative housing solutions 7% - more inclusivity/ less racism What would you preserve and protect? <ul style="list-style-type: none"> 17% - Maori culture/ history/ heritage 10% - revitalise the CBD/ retain community feel/ access to waterfront Other <ul style="list-style-type: none"> 17% - cost of living too high/ need better housing options 11% - more events/ activities/ museum 	TCC Strategies <ul style="list-style-type: none"> Age-Friendly Strategy (2013) and Disability Strategy (2013) – Consolidate and combine these as part of a broader strategy around accessibility and inclusivity Elders' Strategy (2008) - rescind Sport and Active Living Strategy (2012) – refresh/replace with Sport, Recreation and Play Strategy Historic Village Strategy (2012) – rescind and rebrand as an asset/activity management plan Draft Community Wellbeing Strategic Plan (2018) Other TCC documents <ul style="list-style-type: none"> Iwi and hapu management plans Welcoming Plan / Welcoming Communities Action Plan Tauranga Moana Rangatahi Youth Action Plan July 2019 – July 2021 Joint subregional documents <ul style="list-style-type: none"> Arts and Culture Strategy Bay of Plenty Spaces and Places Strategy Sub-regional homelessness strategy [under development] City Safety Action Plan / Tauranga Western Bay Safer Communities Strategic Plan + Action Plan <p><i>The strategy stocktake identified TCC's low level of Tangata Whenua influence across our suite of strategies. There is very little integration of the Maori world view into how we do things as an organisation.</i></p>	 <p>Lively and vibrant communities for people</p> <p><i>Public spaces should be vibrant, well-designed, human scaled, safe and inclusive. People want areas to play, have a picnic and where they can access and enjoy the natural environment. Integrate cultural art and imagery into areas in the Tauranga CBD. Places for pedestrians only where there can be more events and family outings and are connected to other destinations, such as the Strand and Mount Maunganui main street.</i></p>  <p>Communities that are inclusive and prepared for growth</p> <p><i>People are concerned about the current form of growth and would like to see high density, intensification and infill near Tauranga city centre. New development should include a range of housing types that are warm, dry, affordable and close to parks, services and public transport. People feel the Council should prepared for higher levels of renter occupied housing by considering apartments, homes for elderly, co-housing and other non-traditional housing options to accommodate future demographics.</i></p>  <p>Healthy, social and culturally supportive communities</p> <p><i>People would like increase interaction and connections with others in their community, water and the natural environment which will help social and mental wellbeing. There is a shared sense of pride in being part of a culturally rich and diverse community. People believe there is opportunity to better elevate the history and culture of local Tangata Whenua. New centres and developments need community hubs and a supportive environment to encourage</i></p>	'Retirement belt' areas such as Tauranga, Kapiti Coast and Queenstown Lakes will have a markedly older population than elsewhere. In 2048, 27% of Tauranga's population is predicted to be aged 65+ (48,000 people), higher than the national average of 23%. This is an increase from 19% in 2013. Population growth will be dependant on immigration , as fertility rates drop below replacement. Our city's Maori population will grow , from 17% in 2013 to 22% by 2038. Currently, nearly 1 in 3 people in the Bay of Plenty is clinically obese, and this may increase , with 1 in 2 people in New Zealand expected to be clinically obese by 2038. Loneliness <ul style="list-style-type: none"> 50% of people who live alone are more likely to experience loneliness Expected to become a massive issue throughout the Western World by 2030 (as single person households increase) Young adults & recent migrants are also susceptible to loneliness. 	Priority focus – urban design and the delivery of shared public and open spaces are seen as important for reducing inequality, improving health and increasing social interaction ↓ Strategic Consideration - Does Tauranga have an effective urban master plan which connects communities, improves social and economic well being? (TCC has existing work underway – partial response) Blind Spot – Generational Differences. How does Tauranga ensure that it's strategy, long-term plan and policies reflect the different requirements of future generations? NOTE – WSP's work (particularly the Future Ready® methodology) contained their own significant blind spot – the impact of Maori culture, together with our growing Maori population, was overlooked, however this is important to our residents – see Vital Update and influential for our city.

Existing TCC community outcomes	Vital Update (survey findings)	Strategy Stocktake	WSP Community Engagement Summary	Environmental Scan	Future Implications Report (workshop findings)
			<i>interaction and physical activity, particularly for vulnerable populations.</i>		
Has predictable travel times and transport choice (environmental, economic and social wellbeing)	What do you love? <ul style="list-style-type: none"> n/a What would you change? <ul style="list-style-type: none"> 25% - less traffic congestion 16% - improved roading infrastructure 12% - better public transport What would you preserve and protect? <ul style="list-style-type: none"> 12% - transport issues/ parking/ congestion Other <ul style="list-style-type: none"> 25% - need better roading infrastructure/ too much traffic congestion 13% - better public transport options 	TCC Strategies <ul style="list-style-type: none"> Transportation Strategies (2012) - To be replaced / refreshed in light of UFTI (including Transport System Network Plan) later this year Other TCC documents <ul style="list-style-type: none"> Transport System Network Plan Joint subregional documents <ul style="list-style-type: none"> UFTI 	 Communities that move and are connected <i>People want more safe, convenient, reliable and accessible transport options. Shifting to sustainable modes would help reduce congestion, travel time and future proof the transportation network. Multi-modal transport infrastructure should be built before development. Public transport should be affordable, connect rural communities and have priority. Mobility can be improved by implementing universal design and enhancing pedestrian and bicycle connections to neighbourhoods, schools and community hubs, including the central city. Carparking within the Tauranga CBD needs to be managed to incentivise sustainable transport modes.</i>	Tauranga has an increasing reliance on private transport. Elsewhere in New Zealand, vehicle kms per capita have been decreasing over time, whilst in Tauranga there has been an increase. Tauranga has the highest rate of private vehicle travel, compared to New Zealand's other major cities (Auckland, Hamilton, Wellington, Christchurch and Dunedin). Increased electrification of vehicles and self-driving autonomous vehicles will change the infrastructure we need. Remote service delivery will become more common , via virtual and digital delivery New Zealand's commitment to reducing carbon emissions will require Tauranga to decrease its carbon output by approximately 760,000 tonnes of CO2 equivalent. As 61% of this is produced by petrol and diesel, predominantly used for transport purposes, we will need to quickly change the way we move around the city.	Blind spot – All Electric. Does Tauranga have adequate initiatives to support the transition to electric vehicles, and is it actively working with Power Generation companies to assess the expected increase in residential and commercial electricity demand based on this trend and overall forecasted population growth? A related blind spot is carbon zero (see TCC community outcome <i>Protects and enhances the natural environment</i>)

Additional theme – how we engage, make decisions and manage information

3.1 A clearly documented theme, which doesn't correlate to an existing community outcome, centres around process and tells us about how the community wants Council to engage, listen and make decisions. It is suggested that this theme is captured via the development of a new principle to guide how we do business (see section 6).

Theme	Vital Update (survey findings)	Strategy Stocktake	WSP Community Engagement Summary	Environmental Scan	Future Implications Report (workshop findings)
Engagement, decision making and information management	What do you love? <ul style="list-style-type: none"> n/a What would you change? <ul style="list-style-type: none"> n/a What would you preserve and protect? <ul style="list-style-type: none"> n/a Other <ul style="list-style-type: none"> 11% - better leadership/ better representation/ better decision making 	TCC Strategies <ul style="list-style-type: none"> Right On Customer Experience Strategy (2015) (internal) Sustainable steps – Corporate Sustainability Strategy 2011-2016 (internal) [refreshed version under development] 	 Future focussed communities that engage with people <i>People want communities to plan for future generations. Future focussed communities should prioritise balance between lifestyle, the environment and innovative and visionary approaches to economic development, transport and growth management. People seek genuine public engagement, transparency and decision making that is in the interest of the wider</i>	Data will become even more available, as more and more aspects of our lives become connected and tracked digitally, this will expand our collective knowledge base and heighten ethical and privacy concerns.	Priority Implication Statement - An increasing demand for community engagement is requiring greater transparency and accountability in policy making and service delivery.

Theme	Vital Update (survey findings)	Strategy Stocktake	WSP Community Engagement Summary	Environmental Scan	Future Implications Report (workshop findings)
			<p><i>community. There is a desire for Councils to listen to the community and then take action to improve liveability now and in the future.</i></p>		

4. Refreshed Community Outcomes

4.1 Note: a comparison of these proposed outcomes with those outcomes of other major cities can be viewed in Attachment 2 of this paper.

Existing TCC community outcomes	Commentary	Recommendations
<p>Protects and enhances the natural environment (environmental wellbeing)</p>	<p>The outdoor environment, climate and lifestyle are the primary reasons people love living in Tauranga and protecting and preserving our natural environment into the future is rated by our residents as their priority (70% of Vital Update respondents). People are concerned about the impact of stormwater runoff, coastal erosion, rising sea levels and climate change on water quality, changing weather patterns, native flora and fauna and habitats. These concerns are valid, as research shows that biodiversity and natural resources will be threatened by climate change, our growing population, urbanisation and economic consumption.</p> <p>Council has begun work in this space with comprehensive hazard identification and resilience investigations. To date the information from this work has largely been used to plan for increasing the resilience of our infrastructure and improving our land use and development approaches (adaption). The last LTP included a focus on responding to increasing environmental standards (a key challenge for the city). There are also a number of Council work programmes focused on increasing and improving cycleways and walkways, to improve the sustainability of our city's transport options.</p> <p>Although we have made substantial inroads in this area, there are opportunities to do more. We do not have current strategies focusing on the environment and sustainability (as highlighted by the strategy stocktake) and our response to climate change has focused on adaption rather than mitigation. The carbon zero trend emerged as a blind spot during WSP's Future Ready® workshops. This blind spot places our environment at greater risk, and also risks our city not being able to agilely deliver on New Zealand's legislated carbon targets and central government's increasing focus on integrating climate change mitigation into project design and delivery.</p> <p>It is suggested that Council anticipates change in this space by utilising our expansive existing knowledge about our city and the threats it faces to strategically plan, building capacity to meet legislative carbon requirements and to care for our environment more effectively.</p>	<p>That the wording of this outcome changes to:</p> <p>Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.</p> <p>Concepts for further consideration via the Strategic Framework Project</p> <p>That Council develops an Environment Strategy, and that as part of this Strategy, Council considers and addresses what needs to be achieved for the city to reach New Zealand's legislated carbon targets. This Strategy would also encompass planning and providing open spaces and waste management (moving towards a circular economy). How our open spaces are activated and used would sit under a different community outcome and strategy. This concept would be further explored via the Strategic Framework project.</p> <p>That, prior to proceeding to develop this Strategy, Council explores partnership opportunities in this space via the Strategic Framework Project. This could potentially result in a powerful sub-regional approach.</p>
<p>Is well planned with a variety of successful and thriving compact centres (environmental, economic and social wellbeing)</p>	<p>This outcome is an existing focus area for our Council, we have a significant number of work streams whose primary role is to ensure we deliver in this space. This is also an area where we are already investing in creating sub-regional solutions with our key partners.</p> <p>Addressing resilience, land supply and urban form were two key challenges identified in the last LTP and these areas continue to be viewed as priorities by our community. This was reflected by the WSP Future Ready workshops, where implication statements relating to these issues were consistently assessed as being a priority.</p> <p>Urban planning and the need for a vibrant city centre also came out as strong themes via the Vital Update and the WSP community engagement summary.</p>	<p>That the wording of this outcome changes to:</p> <p>Tauranga is a city that is well planned with a variety of successful and thriving compact centres and resilient infrastructure.</p> <p>Concepts for further consideration via the Strategic Framework Project</p> <p>There are plans for the Te Papa spatial framework to be expanded over time, eventually providing a whole of city spatial masterplan, which delivers on core infrastructure, addresses land use and density (encouraging housing affordability) and delivers community facilities and high quality public places (there is a link here to open space delivery, which may sit more appropriately under a potential Environment Strategy). Partnership opportunities in this space will be explored via the Strategic Framework Project.</p>

Existing TCC community outcomes	Commentary	Recommendations
<p>Attracts businesses, people and visitors (economic wellbeing)</p>	<p>This outcome is one where our delivery and focus is mostly indirect, i.e. delivery of this outcome tends to be a by-product of initiatives which are primarily focused on delivering other community outcomes and/or it is delivered on via external organisations which we fund (Priority One and Tourism Bay of Plenty).</p> <p>Council also receives little community feedback focused on this outcome, as can be seen by the Vital Update findings and the summary of community engagement by WSP. Perhaps this is because our existing residents are less concerned about attracting growth to the city and more concerned about managing the negative impacts of growth, which have been a very real challenge for Tauranga.</p> <p>COVID-19 will act as disrupter in this space, slowing growth, creating unemployment in industries such as tourism, retail and hospitality, and providing opportunities for other areas such as manufacturing and food production. COVID-19 will also see the nature of the workplace changing rapidly as well, hugely moving forward acceptance of flexible working arrangements and working from home</p> <p>The nature of the workforce is forecast to be very different by 2030, with many jobs lost as a result of AI and automation, and many more created, with new skillsets needed. This trend was identified by WSP as a potential blind spot for Council. Our city needs to consider how we position ourselves to best take advantage of this predicted change in order provide our residents with the skills and opportunities they need to thrive.</p>	<p>That the wording of this outcome changes to:</p> <p>Tauranga is a city that attracts and supports a range of business and education opportunities, creating jobs and a skilled workforce.</p> <p>Concepts for further consideration via the Strategic Framework Project</p> <p>That we explore further what our aspirations and opportunities are in this space, and how we can effectively partner with, and support, other organisations who are primarily focused on delivering on this outcome.</p>
<p>Is inclusive, safe, resilient and healthy (cultural and social wellbeing)</p>	<p>This is another outcome is one where our delivery and focus is mostly indirect, i.e. delivery of this outcome tends to be a by-product of initiatives which are primarily focused on delivering other community outcomes and/or it is delivered on via external organisations, such as the District Health Board, NZ Police and community groups.</p> <p>However this outcome is important for our communities, as is shown by the Vital Update findings and by the WSP community engagement summary. Our society is expected to see significant change over the coming years, as we age, become more diverse and struggle with issues such as social isolation and loneliness. Feedback from community engagement shows that we value social interaction, friendly and safe communities and a city that celebrates and protects its culture. WSP's Future Ready® workshops identified that we may not always be good at recognising the needs of our different generations and planning for them. Additionally we need to ensure that Tangata Whenua are treated as partners and stakeholders, and to also consider the impact of our city's growing cultural diversity on how we do things as a Council.</p>	<p>That the wording of this outcome changes to:</p> <p>Tauranga is a city that recognises and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy.</p> <p>Concepts for further consideration via the Strategic Framework Project</p> <p>That we explore further what our aspirations and opportunities are in this space, and how we can effectively work with, and support, our key partners in this space, such as Tangata Whenua, and other organisations who are primarily focused on delivering on this outcome.</p>
<p>Has predictable travel times and transport choice (economic, social and environmental wellbeing)</p>	<p>When people were asked about what they wanted to change about the city, the top three things they wanted were less traffic congestion, improved roading infrastructure and better public transport (Vital Update). Tauranga is New Zealand's only city where private vehicle usage has been increasing over time, and we have the highest rate of private vehicle use of all major cities.</p> <p>Council is investing significant time and resources into planning and delivering a better transport system for the city and the need to improve how we move around the city was acknowledged as key challenge in the last LTP. However, WSP identified that we may have a potential blind spot in this area, and be overlooking the impact that electric cars and self-driving cars will have on infrastructure requirements in this space.</p>	<p>That the wording of this outcome changes to:</p> <p>Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.</p> <p>Concepts for further consideration via the Strategic Framework Project</p> <p>Whether there is a need to consider changing infrastructure requirements in this space, due to technology changes. Transport planning and investment to continue via existing avenues (UFTI, the TSNP).</p>



5. Draft principles

5.1 The 2018-2028 LTP has a set of Council commitments. It is proposed that these are replaced with the draft principles below.

Existing Council commitments	Draft principles (how we do our business)
Plan for and provide affordable fit-for-purpose services	We deliver value for our community through prudent financial management, ensuring we plan and provide affordable fit-for-purpose services.
Enhance the quality of life for current and future residents	Sustainability and resilience underpin our decision making and service delivery, protecting the future of our city
Work in partnership with the community that we represent	We work in partnership with Tangata Whenua, our communities, sub-regional stakeholders and central government.
Manage the balance between social, economic, cultural and environmental wellbeing of the community.	We manage the balance between social, economic, cultural and environmental wellbeing of the community.
	We listen to our communities and make transparent, evidence-based decisions. <i>This draft principle responds to feedback around engagement and decision making</i>

5.2 These principles draw on the roles and responsibilities of local authorities as outlined in the Local Government Act 2002. They also reflect feedback from recent community engagement exercises. The LTP will show how these principles are reflected in our business planning, decision making and delivery tools. Currently the organisation is completing internal purpose and values work, and as this evolves the alignment between these principles and our internal values will be explored.

6. COVID-19 Implications

6.1 Council's COVID-19 recovery plan has three key elements.

- **Assist** our businesses and communities in the short term
- **Adapt** our services to meet the needs of our businesses and residents
- **Stimulate** Tauranga's post-COVID recovery through strategic infrastructure investment

- 6.2** The first set of measures, sitting under **assist** above, are short term and designed to help lessen the immediate impacts of Alert Level 4 and Alert Level 3. They are not relevant to this piece of work, which is looking forward, towards the upcoming LTP.
- 6.3** The measures Council is considering under the **adapt** theme are requiring us to look at what we do.
- Can we continue to do it? (i.e. do COVID-19 restrictions limit the level of service we provide)
 - Can we afford to do it, both in the short to medium term, and long term?
 - Should we be doing it? Are we doing the right things to meet our communities' needs and expectations? What should we stop doing, and what should we start doing?
- 6.4** This work has started in the form of level of service reviews, and information from these reviews will influence our adopted version of the 2020-2021 Annual Plan.
- 6.5** Finally, Council is seeking to **stimulate** the economy, creating jobs for our residents and cushioning the economic impact of the upcoming COVID-19 induced recession. This is intended to occur via investment in infrastructure delivery. Given Council's constrained financial position, which has been worsened due to reduced revenue, the best opportunity that Council has of funding these projects is to partner with central government.
- 6.6** Two significant funding applications have been made.
- A joint sub-regional application to Ministry of Housing and Urban Development by SmartGrowth (\$3 billion). The projects in this package are focused on delivering infrastructure that will enable housing development.
 - A Council application to the Crown Infrastructure Partners funding programme. This \$1 billion application package focuses on shovel ready projects (projects that can commence within the next 6 to 18 months), which aim to deliver transformational brown and greenfield development and create employment opportunities for large numbers of people.
- 6.7** However COVID-19 will alter our environment permanently, by acting as a disrupter and change driver. Already identified mega trends, such virtual and digital service delivery, flexible working practices and automation, are being fast tracked. Further impacts will begin to emerge over the next 6, 12 and 18 months. Council must monitor these changes and be prepared to take advantage of new opportunities.

7. Community Engagement

- 7.1** While there is no requirement for Council to consult on the refreshed community outcomes (the refresh does not trigger a special consultative procedure), this paper recommends that we do so.
- 7.2** The purpose of engagement would be to:
- Gather information about the communities' priorities and values to inform the development of investment statements for the upcoming LTP.
 - Begin to talk to the community about the longer term strategic framework project.

7.3 It is suggested that the community engagement is based around these following key questions.

- Do you think these are the right community outcomes for our city?
- Which of the community outcomes are most important to you and why? (you can choose more than one).

7.4 Due to the planning timeframes for the LTP, consultation will be for three weeks and limited in its scope and reach. However it will still be an important step in the process, providing an opportunity for people to have their say and resulting in valuable feedback to guide prioritisation of resources in the LTP.

7.5 The upcoming Strategic Framework Project will involve more extensive community engagement, involving our communities in developing a vision for the city.

8. Prioritisation

8.1 The 2018-2028 LTP identifies a set of challenges facing the city which influenced where Council focused its resourcing. These were:

- Moving around the city - the impacts of growth on travel time/congestion and journey distance
- Resilience – identifying and planning for natural hazards and disasters
- Increased environment standards – responding to increased regulation and legislation
- Land supply and urban form – planning for a mix of greenfield and brownfield development

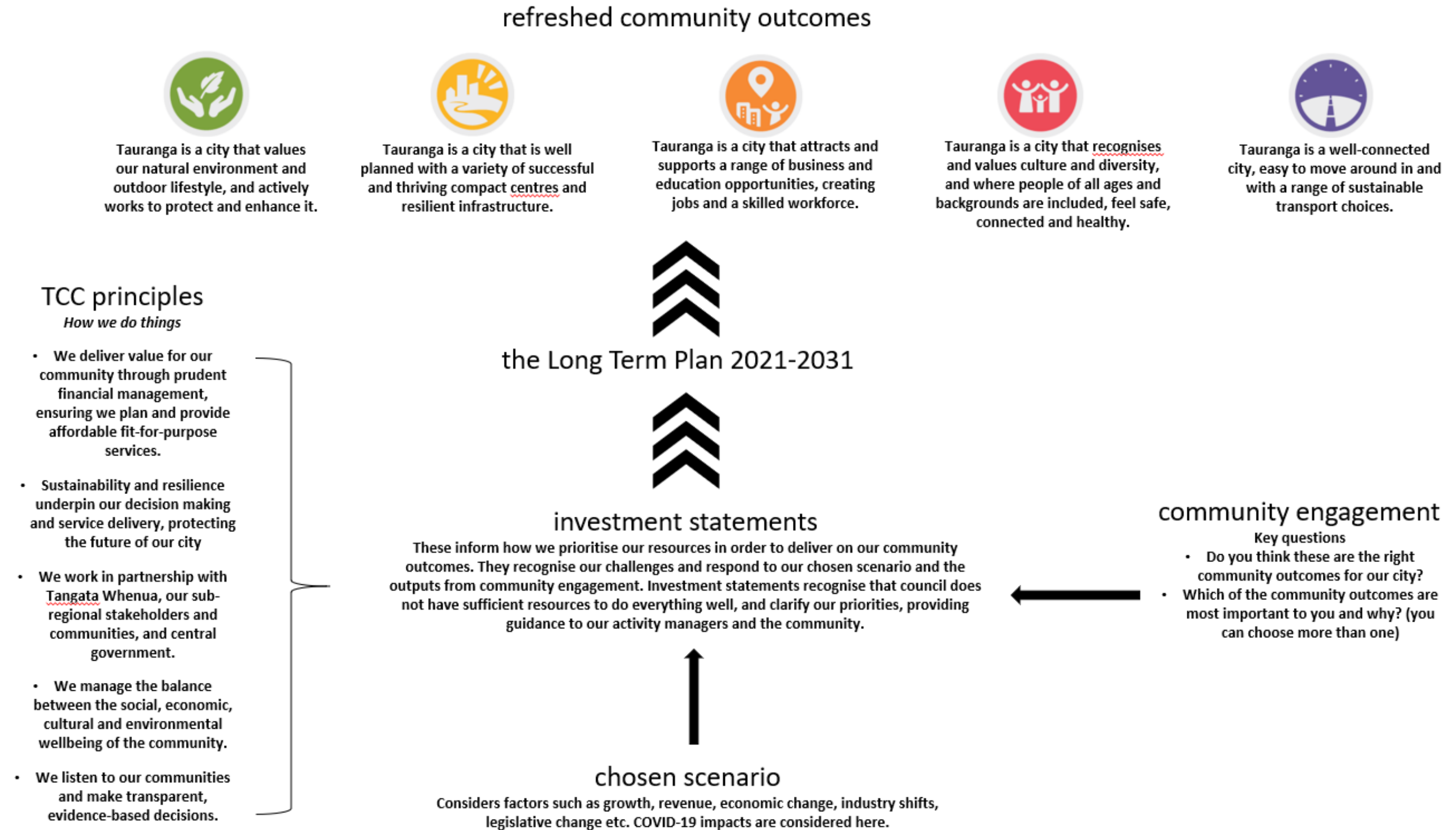
8.2 These remain key challenges for the city, and recent work by WSP identifies potential blind spots in terms of our environmental and transport related responses. Additionally, COVID-19 is likely to provide new challenges and opportunities, potentially altering our economic and growth picture in the short, medium and long term, with flow on effects for our community across all aspects of wellbeing.

8.3 It is suggested that we deal with our known challenges, and unknown challenges in the following way.

- Complete scenario planning to identify different possible futures for the next 1-3 years, considering factors such as population growth, economy recovery post-COVID and industry shifts in response to COVID, financial constraints etc.
- Select the most appropriate scenario and, combined with the results of community engagement on the outcomes, develop investment statements.

8.4 The purpose of the investment statements is to inform how we prioritise our resources in order to deliver on our community outcomes. They recognise our city's unique challenges and respond to our chosen scenario and the outputs from community engagement. Investment statements recognise that council does not have sufficient resources to do everything well, and clarify our priorities, providing guidance to our activity managers and the community.

9. Strategic Context for the LTP – how it fits together





10. Next Steps

10.1 The following next steps are proposed.

- Present this paper to Council on 16 June 2020 (Policy Committee), together with a covering report which provides more information on proposed community engagement and the longer term strategic framework project. Seek Council approval to proceed as per the direction given in this paper and consult with the community.
- Community consultation (3 weeks).
- Return to Council following consultation for adoption of community outcomes (proposed date – 28 July 2020, Policy Committee).
- Progress scenario planning (to begin following Council decision on 16 June 2020).
- Return to Council on 8 September 2020 with the selected scenario (assumptions) and investment statements (proposed date – 8 September 2020, Policy Committee).
- Use the adopted community outcomes, together with the selected scenario and investment statements to inform the development draft LTP. Investment statements will form part of the prioritisation matrix used to assess potential LTP projects.

10.2 Activity Management Plans will use the draft community outcomes in the interim, as the development of these Plans will need to begin prior to final adoption of the outcomes. As the scenario planning progresses and investment statements are clarified, these will be incorporated into Activity Management Plans and changes made as needed. It is envisaged that the investment statements will have most relevance during the prioritisation of projects later down the track.

ATTACHMENT 1: Summary of Key Inputs

1. This section summarises the following key inputs.
 - The strategic direction of the current LTP (community outcomes, Council commitments and key challenges)
 - The strategy stocktake paper (internal TCC document, summarising our current strategic environment)
 - The community engagement summary completed by WSP
 - The Vital Signs Update
 - The Environmental Scan completed by WSP
 - The Future Implications Report completed by WSP
2. It does not provide any analysis, simply a synopsis of existing information.

Existing Community Outcomes

3. Council adopted the following outcomes in November 2017 for the 2018-2028 Long Term Plan. These outcomes were developed internally and consulted on via the overall consultation for the draft LTP.
 - Protects and enhances the natural environment
 - Is well planned with a variety of successful and thriving compact centres
 - Attracts businesses, people and visitors
 - Is inclusive, safe, resilient and healthy
 - Has predictable travel times and transport choice
4. Whilst the outcomes above are relatively sound and need only slight adjustment in order to be used for the upcoming LTP, the process by which they were developed lacked transparency and there was little opportunity for input from the community and key partners.
5. The 2018-2028 LTP contains the following *Council Commitments*, which refer to the approach Council takes to planning and delivering services.
 - Plan for and provide affordable fit-for-purpose services
 - Enhance the quality of life for current and future residents
 - Work in partnership with the community that we represent
 - Manage the balance between social, economic, cultural and environmental wellbeing of the community.
6. Finally, the 2018-2028 LTP identified four key challenges for the city, which were impacting on project planning and delivery, as well as allocation of funding.
 - Moving around the city - the impacts of growth on travel time/congestion and journey distance
 - Resilience – identifying and planning for natural hazards and disasters

- Increased environment standards – responding to increased regulation and legislation
- Land supply and urban form – planning for a mix of greenfield and brownfield development

Strategy Stocktake

- An internal strategy stocktake was completed as one of the first steps in the strategic framework review. This strategy stocktake reviewed, in consultation with the strategy ‘owners’ within the organisation, TCC’s thirteen existing strategies.
- There were a number of drivers for the strategy stocktake.
 - The strategies were developed many years ago and have not been recently monitored or reviewed to check whether they are still fit for purpose.
 - There is no clear linkage between strategies and they have great variation in depth of scope and detail, with individual strategies developed in isolation and not speaking to each other.
 - Both internal and external users have expressed frustration trying to navigate or identify relevant strategies.
- The scope of the stocktake was to identify what we currently have and whether it is fit for purpose, rather than determining what we need. This next step will emerge via the longer the strategic framework project, and through pieces of work such as this paper. Additionally, the strategy stocktake only reviewed TCC strategies. Strategies jointly owned and developed by TCC and others were identified but not reviewed. If needed, this will happen at a later stage and in consultation with our partners.
- Only TCC strategies were reviewed. Those which are jointly owned by TCC and other organisations were identified, but not reviewed. This will happen at a later phase. Below is a brief summary of the stocktake’s findings. For more detail, refer to the full Strategy Stocktake report.

Strategy	Findings / Recommendation
Age-Friendly Strategy (2013) <i>Update - Positive Ageing Action Plan 2020 (combines key actions still relevant – drafted by Comm Dev)</i>	<ul style="list-style-type: none"> • Still relevant content but needs refreshing • Consolidate and combine as part of a broader strategy around accessibility and inclusivity • Base on Positive Ageing Action Plan
Aquatic Network Strategy (2012)	<ul style="list-style-type: none"> • Update in light of Community Facilities Needs Analysis; combine with a broader Community Facilities Network Strategy, align with potential Sport, Recreation and Play strategy • Links to DC Policy
City Centre Strategy (2012) <i>Update - City Centre Spatial Framework 2018</i>	<ul style="list-style-type: none"> • Currently under review through a separate strategy refresh process • Links to DC Policy
Disability Strategy (2013) <i>Update - Disability Action Plan 2020 (combines key actions still relevant – drafted by Comm Dev)</i>	<ul style="list-style-type: none"> • Still relevant content but needs refreshing • Consolidate and combine as part of a broader strategy around accessibility and inclusivity • Use Disability Action Plan as a starting point

Elders' Strategy (2008) <i>Update - 2016 review – recommended rescind</i>	<ul style="list-style-type: none"> • Now delivered through Age-Friendly Strategy and forum – rescind
Historic Village Strategy (2012) <i>Update - Currently under review</i>	<ul style="list-style-type: none"> • Currently under review by Comm Dev team through a separate process • Rebrand as strategic plan/asset management plan
Infrastructure Strategy (+ Financial Strategy) (2018)	<ul style="list-style-type: none"> • Legislative requirement. • To be reviewed through next LTP process • Links to DC Policy
Open Space Strategy (2006)	<ul style="list-style-type: none"> • Goal/concept is still relevant but a lot of content is outdated and needs refreshing for updated strategic context around urban planning, environment, community facilities etc • Retain but update LoS for open space provision (particularly for new development) • Links to DC Policy
Our Community Places (2008) <i>Update- Review by Cheryl Steiner 2018</i>	<ul style="list-style-type: none"> • Update in light of Community Facilities Needs Analysis; combine with a broader Community Facilities Network Strategy, align with potential Sport, Recreation and Play strategy • Links to DC Policy
Sport and Active Living Strategy (2012)	<ul style="list-style-type: none"> • Refresh – strategy around Sport, Recreation and Play or similar • Links to DC Policy
Transportation Strategies (2012)	<ul style="list-style-type: none"> • To be replaced / refreshed in light of UFTI (including Transport System Network Plan) later this year • Links to DC Policy
Vegetation and Tree Management (2006)	<ul style="list-style-type: none"> • Retire and consolidate within broader environmental strategy
Urban Design Strategy (2006)	<ul style="list-style-type: none"> • Retire or refresh in light of updated context eg TUS, UFTI, Street Design Guide, Tauranga Moana Urban Design Principles

11. Additionally, there are three draft TCC strategies at various levels of completeness (Community Wellbeing Strategic Plan 2018, Tauranga Urban Strategy 2018 and Environment Strategy).

12. The overarching findings from the strategy stocktake were:

- The strategies were overwhelming outdated, with limited use and reliance by the strategy owners.
- There is no clear definition or understanding of what a strategy is – what are the core components and what is its intended purpose and use?
- Most of the strategies contain useful context, research, definitions, summary of consultation and so on, but the level of detail and length makes them difficult to navigate and use.
- Much of the context/preamble is repeated between strategies and could be elevated to an overarching strategic direction/articulation/framework, with action plans or sub-strategies underneath. This would give greater agility to review/update.

- The strategic content on the TCC website also needs to be reviewed and updated as some of the content is no longer correct or relevant, or is missing key information
 - The linkages between actions and allocated resources is non-specific
 - The types of performance measures used vary greatly across the strategies
 - There appears to be little evidence of prioritisation, both within and across strategies
 - Some strategies contradict each other, and there is no overarching framework within which strategies sit (or linkage of concepts, such as environment and transport)
 - The monitoring and reporting against strategies does not seem to occur, or used to occur but has fallen away
 - Many of the strategies overlook, or address in a limited way, the perspective of Tangata Whenua.
13. In addition to these overarching findings, the strategy stocktake identified the following significant gaps. It is recommended that these are priority areas for future strategy development.
- The environment and climate change
 - Community facilities and social infrastructure
14. Finally, any updates or changes to strategies will have flow on effects to number of other Council policies, plans and guidance documents.

Community Engagement Summary

15. Council contracted WSP in February 2020 to complete a summary of recent community engagement for Tauranga City. This built on the community engagement summary completed by WSP on behalf of UFTI, which had a sub-regional lens. As well as relevant sub-regional themes, it identified city specific information.
16. The following is a list of the information reviewed:
- Survey data collected by SmartGrowth for the Future Development Strategy and Tauranga Urban Strategy (November 2018)
 - Tauranga Reserves Management Plan – Summary of Submissions
 - Environment survey data (collected for the development of an environment)
 - Tauriko for Tomorrow survey data (June 2017)
 - Vital Signs
 - Tauranga Safer Cycle Route – public feedback
 - Public feedback on the draft Tauranga Urban Strategy
 - Cameron Road Multimodel Project - summary of pre-engagement conversations
 - Tauranga Transport Programme – public feedback
 - Te Tumu open days/public feedback
 - Te Papa Peninsula Community Engagement
 - TCC Kerbside Collections Engagement Survey

17. Each of the documents above was evaluated for high level themes, and these were grouped together in the following seven categories. When reading these, its important to remember that these groupings do not reflect Council's community outcomes or strategic priorities, but instead are a direct summary of what our community has told us, grouped together by common themes. To see examples of actual feedback, grouped by theme, refer to WSP's report.



- **Lively and vibrant communities for people**

Public spaces should be vibrant, well-designed, human scaled, safe and inclusive. People want areas to play, have a picnic and where they can access and enjoy the natural environment. Integrate cultural art and imagery into areas in the Tauranga CBD. Places for pedestrians only where there can be more events and family outings and are connected to other destinations, such as the Strand and Mount Maunganui main street.



- **A thriving and safe central city**

A thriving central city where there is intensification of existing urban areas and a higher density of housing in the CBD that allows for diverse living options, including smaller compact living. Increase development immediately surrounding the CBD, focusing on building a real heart of the city which is a hub of activity. Walkways are lit and homelessness is addressed, creating an environment where people feel safe and welcome at any time of the day. There is an opportunity to improve civic amenities through the provision of high-class sport and cultural facilities such as a museum and a stadium.



- **Communities that move and are connected**

People want more safe, convenient, reliable and accessible transport options. Shifting to sustainable modes would help reduce congestion, travel time and future proof the transportation network. Multi-modal transport infrastructure should be built before development. Public transport should be affordable, connect rural communities and have priority. Mobility can be improved by implementing universal design and enhancing pedestrian and bicycle connections to neighbourhoods, schools and community hubs, including the central city. Carparking within the Tauranga CBD needs to be managed to incentivise sustainable transport modes.



- **Environmentally responsive communities**

People value green space, trees, coastal reserves and want to protect natural landscapes and conservation land. Future development should be away from the coast, consider environmental impacts and be resilient in the face of environmental changes. People are concerned about the impact of stormwater runoff, coastal erosion, rising sea levels and climate change on water quality, changing weather patterns, native flora and fauna and habitats. Use reserves for improving ecology and biodiversity of the area.



- **Communities that are inclusive and prepared for growth**

People are concerned about the current form of growth and would like to see high density, intensification and infill near Tauranga city centre. New development should include a range of housing types that are warm, dry, affordable and close to parks, services and public transport. People feel the Council should

prepared for higher levels of renter occupied housing by considering apartments, homes for elderly, co-housing and other non-traditional housing options to accommodate future demographics.



- **Healthy, social and culturally supportive communities**

People would like increase interaction and connections with others in their community, water and the natural environment which will help social and mental wellbeing. There is a shared sense of pride in being part of a culturally rich and diverse community. People believe there is opportunity to better elevate the history and culture of local Tangata Whenua. New centres and developments need community hubs and a supportive environment to encourage interaction and physical activity, particularly for vulnerable populations.



- **Future focused communities that engage with people**

People want communities to plan for future generations. Future focused communities should prioritise balance between lifestyle, the environment and innovative and visionary approaches to economic development, transport and growth management. People seek genuine public engagement, transparency and decision making that is in the interest of the wider community. There is a desire for Councils to listen to the community and then take action to improve liveability now and in the future.

Vital Update

18. Acorn Foundation, TECT, BayTrust and Council joined together to conduct the Vital Update Survey (the Survey), which ran from November 2019 to February 2020 and collected information from 5,222 respondents, including 4,835 Tauranga residents.

19. The Survey had a strong emphasis on reaching vulnerable people, who are not usually heard from in traditional community engagement exercises. It asked a wide range of questions, including questions about feelings of safety, domestic violence, homelessness and financial hardship, and drug use. Amongst these questions were a set of questions focussed on people's aspirations for Tauranga. The responses to these questions are outlined below. To see the full survey results, including the answers to questions not covered below, refer to the Vital Update report, which is scheduled for release mid to late July 2020.

20. What is the main reason you love living in Tauranga?

- 43% - landscape/ close to beach/ access to mountains/ great nature/ a beautiful place to live
- 34% - climate/ weather
- 25% - it's my home/ my family lives here/ I grew up here
- 15% - better than Auckland/ not too big/ safe/ friendly
- 12% - location/ close to big cities and attractions
- 12% - lifestyle

21. Of note, more Maori selected *it's my home/ my family lives here/ I grew up here* as their main reason they loved living in Tauranga (44%) than the overall respondent group

(25%), while 51% of people aged 65+ scored *climate/ weather* as their main reason for loving living in Tauranga (compared to 34% for the overall group).

22. Changing one thing about Tauranga

- 25% - less traffic congestion
- 16% - improved roading infrastructure
- 12% - better public transport
- 11% - a vibrant CBD/ better city planning
- 7% - more affordable housing/ rent control/ alternative housing solutions
- 7% - more inclusivity/ less racism

23. More Maori and Pacific people selected *more inclusivity/ less racism* as their number one desired change (19% and 17% respectively) than the overall respondent group (7%).

24. What needs to be preserved/protected for the city to continue to thrive in the next 10 years?

- 41% - green spaces/ natural environment/ more trees
- 29% - waterways/ beaches/ harbours
- 17% - Maori culture/ history/ heritage
- 12% - transport issues/ parking/ congestion
- 10% - revitalise the CBD/ retain community feel/ access to waterfront
- 7% - deal with housing density/ too fast growing population

25. Some ethnic sub-groups had responses which differed to the overall group response. Fifty percent of Middle Eastern, Latin American and African respondents identified waterways/ beaches/ harbours as their priority for preservation and protection. Thirty-six percent of Maori respondents identified Maori culture/ history/ heritage as their priority for preservation and protection.

26. Other comments about the future of Tauranga.

- 25% - need better roading infrastructure/ too much traffic congestion
- 17% - cost of living too high/ need better housing options
- 13% - better public transport options
- 11% - more events/ activities/ museum
- 11% - better leadership/ better representation/ better decision making
- 11% - population increase/ urban sprawl/ too much growth/ growth and development out of control

Environmental Scan

27. Council contracted WSP to complete an environmental scan for Tauranga and to hold workshops with key stakeholders from within the organisation and from the community, using their Future Ready® methodology to identify high priority future implications for

Tauranga over the next 15-25 years. Four key mega trends were captured in the environmental scan. This following section summarises these trends, for the full environment scan, refer to WSP's report. Please note that the Environmental Scan is solely a scan and summary of relevant trends, it does not consider the 'so what', which is instead addressed in the Future Implications report.

28. **Our changing climate** will mean that Tauranga can expect high temperatures, rising sea levels, heavier rain and more frequent dry periods, and stronger winds/storm events. In summary, we will have a warmer, wetter, wilder New Zealand and for Tauranga, a coastal city, this will have significant ramifications.
29. Council needs to consider the future of some of our most vulnerable infrastructure. As a city, we have the following infrastructure located in areas under 1.5m elevation of mean high-water spring levels.
 - Chapel Street Wastewater Treatment Plant
 - 15km of arterial roads
 - 5km railway
 - 169km non-arterial roads
 - 30km of electric transmission lines (Bay of Plenty area)
 - 301km of three waters pipeline (516km Bay of Plenty area)
30. Major TCC infrastructure also at risk should 1.5m of SLR occur includes the airport, Te Maunga WWTP and lower parts of the CBD
31. Increasing sea levels are not the only relevant consideration. The Bay of Plenty may have 59 extra days per year where the maximum temperature exceeds 24°C, is unlikely to experience frost and is predicted to have up to 7% more rainfall in summer and autumn, mostly as a result of stronger storm events.
32. The **changing face of our society** will also have a fundamental impact. We will live for longer, there will be more of us and we will be more ethnically diverse. But the rate of population growth will slow, and despite most of us living more closely together in urban areas, more of us are expected to experience loneliness.
 - Urbanisation will continue. Auckland, Hamilton and Tauranga are expected contain close to 45% of New Zealand's population by 2043. Tauranga is forecast to be home to 187,000 people by 2050.
 - 'Retirement belt' areas such as Tauranga, Kapiti Coast and Queenstown Lakes will have a markedly older population than elsewhere. In 2048, 27% of Tauranga's population is predicted to be aged 65+ (48,000 people), higher than the national average of 23%. This is an increase from 19% in 2013.
 - Population growth will be dependant on immigration, as fertility rates drop below replacement.
 - Our city's Maori population will grow, from 17% in 2013 to 22% by 2038.
 - Currently, nearly 1 in 3 people in the Bay of Plenty is clinically obese, and this may increase, with 1 in 2 people in New Zealand expected to be clinically obese by 2038.

- 50% of people who live alone are more likely to experience loneliness. This is expected to become a massive issue throughout the Western World by 2030 (as single person households increase). Young adults & recent migrants are also susceptible to loneliness.
33. Also worth noting is Tauranga's increasing reliance on private transport. Elsewhere in New Zealand, vehicle kms per capita have been decreasing over time, whilst in Tauranga there has been an increase. Tauranga has the highest rate of private vehicle travel, compared to New Zealand's other major cities (Auckland, Hamilton, Wellington, Christchurch and Dunedin).
34. **Rapid technology advances** are another mega trend. Looking forward, eight key technologies have emerged as major influences on our future.
- Artificial intelligence (AI)
 - Drones
 - The internet of things
 - Robotics
 - Reality plus (augmented and mixed reality, virtual reality)
 - Sensors (connected, intelligent and responsive to change)
 - 3D printing
 - Nanotech
35. These technologies will converge and change the way we live.
- Many jobs will be lost as a result of AI and automation, and many more will be created, with new skillsets needed. Overall, Bay of Plenty is predicted to see a net growth of 12,000 FTEs by 2030 (a growth of 54,000 jobs and a loss of 42,000 jobs).
 - Jobs most at risk are forecast to be labourers, machinery operators and drivers, clerical and administrative workers, and technicians and trade workers.
 - The infrastructure we need will change, with increased electrification of vehicles and self-driving autonomous vehicles
 - Remote service delivery will become more common, via virtual and digital delivery
 - Data will become even more available, as more and more aspects of our lives become connected and tracked digitally, this will expand our collective knowledge base and heighten ethical and privacy concerns.
36. The final mega trend identified by WSP's environmental scan is the **increasing pressure on natural resources**, driven by population growth, economic growth and climate change.
- By 2050 the world's population is forecast to grow from 7.8 billion (2020) to 9.8 billion
 - By 2068 New Zealand's population is projected to increase from 4.69 million (2016) to 6.5 million.
 - Approximately 140 million people are joining the middle class every year, with 90% of these people living in Asia, this directly increases the consumption of goods.

- Climate change also places more pressure on food production and infrastructure, as countries move to renewable energy sources and a carbon neutral future (New Zealand has a legally binding target of net zero carbon emissions by 2050).
- Growing populations and urbanisation place pressure on productive land.

37. The ramifications for Tauranga are significant.

- Our city will have an increased demand for electricity, and for renewable electricity sources (we can expect more households to invest in solar panels and to switch to electric cars).
- There will be a shift towards a circular economy, to conserve and protect our resources. This will impact on how we produce and manage waste and require investment into infrastructure and services.
- New Zealand's commitment to reducing carbon emissions will require Tauranga to decrease its carbon output by approximately 760,000 tonnes of CO2 equivalent. As 61% of this is produced by petrol and diesel, predominantly used for transport purposes, we will need to quickly change the way we move around the city.
- Our biodiversity and natural resources will continue to be put under pressure by climate change, economic growth and population growth. If we want to protect and regenerate our natural environment, we will need to proactively put in place strategies to achieve this.

Future Implications Report

38. Following the completion of the Environmental Scan, WSP held ten workshops with key stakeholders (the mayor and Councillors, representatives from the community, business sector and other local governments in the sub-region).

39. Using their Future Ready® methodology, they asked participants to review 74 implication cards. Each card contained an evidence based statement (e.g. communities along the coastline are increasingly exposed to coastal erosion). The cards each fitted into one of the four global mega trends that WSP explored in the already completed environmental scan – climate, technology, resources and society).

40. Participants, in small groups, discussed the cards and allocated them within a priority matrix: Prioritise – high likelihood and high impact; Manage – high likelihood and low impact; Monitor – low likelihood and high impact; and De-prioritise – low likelihood and low impact.

41. The results from this exercise were analysed, providing insight into what people think are priority response areas as well identifying potential blind spots (i.e. issues which people did not prioritise, but which are likely to significantly impact our city). These results are summarised below. To see the full workshop findings, refer to WSP's report.

42. **Prioritise – Cluster 1.** Over 90% of groups agreed that these implication statements were priorities for investment and action. The close to unanimous agreement across all workshops and groups indicates that these are non-negotiable imperatives for the city to address. These statements all connected to resilience and reliability, and are linked to a

set of questions designed to prompt TCC’s response. They are summarised in the table below.

Critical Priority – A resilient and reliable city, a city that stands the test of time

Implication Statement	→	Strategic Consideration
Critical infrastructure will need to be resilient and adaptable to support a growing population.	→	Does Tauranga have sufficient plans and funding allocated to infrastructure resilience?
Increasing urbanisation will impact land availability, planning and infrastructure requirements.	→	Does Tauranga have an effective long-term plan to improve land availability within the existing urban area?
Housing affordability is low compared to personal income, reducing living standards and increasing pressure on social services.	→	Does Tauranga have a coherent plan to help address housing affordability including land availability, increasing urban density and housing type?
There is an increasing need to find alternative, local environmentally-friendly waste management solutions.	→	How robust is Tauranga’s waste management strategy to meet future demands?
Communities along coastlines are increasingly exposed to coastal erosion.	→	How effective is Tauranga’s coastal hazard management and is the risk to coastal communities adequately addressed in its urban development plan?

43. **Prioritise – Cluster 2.** Between 50% to 90% of groups agreed that these implication statements were priorities for investment and action. Whilst the level of agreement was not as strong as with cluster 1, these implication statements were still broadly assessed as falling within the prioritise category. These statements fell into two groupings, community focussed priority statements and climate focused priority statements.

Priority – Supporting and connecting our community

Implication Statement	→	Strategic Consideration
Residents are increasingly demanding safe, accessible and inclusive transport systems, housing and green public spaces.	→	Does Tauranga have an effective urban master plan which connects communities, improves social and economic well being?
Effective urban planning can promote healthier lifestyles – e.g. cycle lanes, green spaces, community exercise facilities.	→	
City design can reduce inequality – e.g. effective public transport, mixed tenure housing.	→	
Social isolation and loneliness are contributing to increasing cases of mental health issues.	→	
Community spaces and mixed use developments are playing an increasing role in facilitating social interaction.	→	
An increasing demand for community engagement is requiring greater transparency and accountability in policy making and service delivery.	→	

Priority – Managing climate risk and hazards

Implication Statement	Strategic Consideration
Carbon zero policies will impact planning and development across all sectors	<p>Does Tauranga have an effective plan for the impacts from climate change and flow on impacts to stormwater & water supply?</p>
Drier summers will increasingly cause droughts, resulting in ground shrinkage and placing pressure on water supply.	
A significant amount of residential development is currently in flood prone areas.	
New Zealand's main transport infrastructure (airports, rail and road) has been built in environmentally 'at-risk' areas.	
New Zealand will experience more extreme weather events such as heavy rainfall, storm surges, droughts and high temperatures.	
Increased flooding may exceed current defences, impacting communities, businesses and infrastructure.	
New Zealand's challenge is managing storm water, waste water and potable water, rather than water supply.	

44. **Blind spots.** Blind spots are important to recognise, as they reflect areas which we are not paying attention to or recognising, and a lack of attention can expose us to risk. There are a number of significant mega trends, highlighted in the environmental scan and of relevance to Tauranga, which were not considered as having a high impact or as being likely to occur in the workshop sessions.

Blind spots – Carbon zero, all electric, generational differences and evolving workforce

Blind spot	Strategic Consideration
<p>Many carbon zero implication statements were not prioritised, or seen as important to monitor and/or manage. As a city, this is a key trend for us to respond to, as our country has legislated that we will be net carbon zero by 2050. This will require quick and significant change.</p>	<p>Does Tauranga City Council as an organization, and on behalf of the City, have a Zero Carbon plan which it is actively implementing across all aspects of its organizational activities and the future development of the City?</p>

Blind spot
The all electric related implication statements were also overlooked. This mega trend is connected to carbon zero, and recognises the already occurring shift towards renewable energy sources and electric vehicles.
Research indicates that Millennials and Gen Z hold different attitudes to other generations in regards to their beliefs, expectations and priorities. Implication statements relating to the different attitudes of Millennials and Gen Z were consistently ranked in the bottom 10% of all implications by all groups with the exception of the Youth Group (Year 12 and 13 students). However younger generations will become increasingly more critical to our society, and failing to consider generational differences may result in a city that doesn't meet the needs and expectations of younger generations.
During the next two decades the workforce is forecast evolve significantly , driven by changing behaviour and expectations towards flexible, non-office based work and occupations. This is combined with a trend towards automation which will re-shape the type of employment available within 10 to 15 years. These trends will shape future infrastructure demands and city design particularly in transport, residential and commercial buildings.



Strategic Consideration
Does Tauranga have adequate initiatives to support the transition to electric vehicles, and is it actively working with Power Generation companies to assess the expected increase in residential and commercial electricity demand based on this trend and overall forecasted population growth?
How does Tauranga ensure that its strategy, long-term plan and policies reflect the different requirements of future generations?
Does Tauranga have an urban master plan, with supported initiatives to re-skill impacted employees, to address the significant changes likely in employment practices and employment types? <i>(NOTE: COVID-19 will accelerate this trend)</i>

ATTACHMENT 2: Comparison of Tauranga's community outcomes with those of other major NZ cities



Existing TCC community outcomes	Auckland's community outcomes (Auckland Plan 2050)	Hamilton's community outcomes	Wellington's community outcomes (long term outcomes, Wellington towards 2040)	Christchurch's community outcomes (part of larger strategic framework)	Dunedin's community outcomes
<p>Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.</p> <p>(environmental wellbeing)</p>	<p>Environment and cultural heritage All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.</p>	<p>A great river city Our city embraces its natural environment and has green spaces, features and community facilities that make it a great place to live, work, play and visit.</p>	<p>Eco city Developing Wellington as an eco city means proactively responding to environmental challenges and managing the transition to becoming a low carbon city. It is important that Wellington takes an environmental leadership role as the capital city of clean and green Aotearoa New Zealand. Our many natural assets give the city a head start and opportunities as part of a green economy.</p>	<p>Healthy water bodies</p> <p>Unique landscapes and indigenous biodiversity are valued and stewardship exercised</p> <p>Sustainable use of resources and minimising waste</p>	<p>Te Ao Tūroa A sustainable city with healthy and treasured natural environments</p> <p>Parks and Recreation An active city with quality and accessible recreational spaces and opportunities</p> <p>3 Waters A healthy city with reliable and quality water, wastewater and stormwater systems</p>
<p>Tauranga is a city that is well planned with a variety of successful and thriving compact centres and resilient infrastructure.</p> <p>(economic, social and environmental wellbeing)</p>	<p>Homes and places Aucklanders live in secure, healthy, and affordable homes, and have access to a range of inclusive public places.</p>	<p>A city that embraces growth Our city has infrastructure that meets our current demands, supports growth and helps build a strong economy.</p>	<p>Dynamic central city Wellington is a city with a dynamic centre, a place of creativity, exploration and innovation. The central city will be a vibrant and creative place, helping Wellington to offer the lifestyle, entertainment and amenity of a much bigger city. The city centre will continue to drive the regional economy.</p>	<p>Vibrant and thriving city centre</p> <p>Sustainable suburban and rural centres</p>	<p>Spatial Plan A compact city with a vibrant CBD and thriving suburban and rural centres</p>
<p>Tauranga is a city that attracts and supports a range of business and education opportunities, creating jobs and a skilled workforce.</p> <p>(economic wellbeing)</p>	<p>Opportunity and prosperity Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.</p>				<p>Economic Development A successful city with a diverse, innovative and productive economy</p>
<p>Tauranga is a city that recognises and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy.</p> <p>(social and cultural wellbeing)</p>	<p>Belonging and participation All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.</p>		<p>People-centred city People are the city's greatest asset. Wellington's shape and character will continue to reflect the people who live in, work in, and visit the city. The city will be healthy, vibrant, affordable, accessible and resilient, with a strong sense of identity and place.</p>	<p>Celebration of our identity through arts, culture, heritage, sport and recreation</p> <p>Valuing the voices of all cultures and ages (including children)</p>	<p>Social Wellbeing A supportive city with caring communities and a great quality of life</p> <p>Ara Toi A creative city with a rich and diverse arts and culture scene</p>
<p>Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.</p> <p>(economic, social and environmental wellbeing)</p>	<p>Transport and access Aucklanders will be able to get where they want to go more easily, safely and sustainably.</p>		<p>Connected city Wellington is a connected city, with easy access to regional, national and global networks. Connections are physical, allowing for ease of movement of people and goods; virtual, in the form of world-class ICT infrastructure; and social, enabling people to connect with each other and their communities.</p>	<p>A well connected and accessible city promoting active and public transport</p>	<p>Integrated Transport A connected city with a safe, accessible and low-carbon transport system</p>

Existing TCC community outcomes	Auckland's community outcomes (Auckland Plan 2050)	Hamilton's community outcomes	Wellington's community outcomes (long term outcomes, Wellington towards 2040)	Christchurch's community outcomes (part of larger strategic framework)	Dunedin's community outcomes
	<p>Maori identity and wellbeing A thriving Māori identity is Auckland's point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders.</p>	<p>A Council that is best in business Our Council is customer-focused, financially sustainable and has the best people delivering the best outcomes for the city.</p>			<p>Vision Dunedin is one of the world's great small cities (listed as a community outcome)</p>